# Aboriginal Affairs and Northern Development

BUSINESS PLAN 2003-06

## ACCOUNTABILITY STATEMENT

The Business Plan for the three years commencing April 1, 2003 was prepared under my direction in accordance with the *Government Accountability Act* and the government's accounting policies. All of the government's policy decisions as of March 19, 2003 with material economic or fiscal implications of which I am aware have been considered in preparing the Business Plan.

The Ministry's priorities outlined in the Business Plan were developed in the context of the government's business and fiscal plans. I am committed to achieving the planned results laid out in this Business Plan.

***[Original Signed]***

Pearl Calahasen, *Minister of Aboriginal Affairs and Northern Development*
March 21, 2003

## THE MINISTRY

The Ministry of Aboriginal Affairs and Northern Development (AAND) is responsible for developing and coordinating cross-ministry policies and strategies respecting Aboriginal and Northern issues and for implementing specific Aboriginal and Northern initiatives. The Ministry demonstrates the importance of Alberta's relationship with Aboriginal people. The Ministry leads the implementation of the *Aboriginal Policy Framework*, which sets out the long-term structure for existing and new Government of Alberta policies to address First Nation, Metis and other Aboriginal issues in Alberta. The Ministry's four core businesses, five goals and associated key strategies encompass the activities of the department and of the Northern Alberta Development Council.

### Northern Alberta Development Council (NADC)

To ensure that the interests of Northern Albertans are given prominence, NADC reports through Council Chair Gary Friedel, MLA, Peace River, to the Minister of Aboriginal Affairs and Northern Development. Northern economic development is a primary driver of the Alberta economy. AAND and NADC advocate on behalf of Northerners and work with other Ministries to develop, coordinate and implement strategies to take advantage of economic, business and social opportunities in the North.

### Metis Settlements Appeal Tribunal (MSAT)

MSAT is a quasi-judicial body, established by the *Metis Settlements Act*, to hear appeals between Settlement members and Councils in areas pertaining to land and membership. MSAT is comprised of members appointed by the Metis Settlements General Council and the Government of Alberta.

## VISION

An Alberta that includes full participation of Aboriginal and Northern Albertans in the province's opportunities and prosperity.

## MISSION

To advance the social and economic development of Aboriginal people and Northern Albertans.

## CORE VALUES

Our Ministry is committed to: accessibility, accountability, collaboration, continuous improvement, innovation, integrity, professionalism, respect and teamwork.

## CORE BUSINESSES

*Strengthening Relationships: The Government of Alberta's Aboriginal Policy Framework* (APF) is the foundational policy for implementing the core businesses relating to Aboriginal people in Alberta. The APF establishes principles and commitments to action for all Ministries to work in partnership with First Nations, Metis and other Aboriginal communities, organizations, and people, and with other governments, industry and interested parties to facilitate the participation of Aboriginal people in the life and economy of Alberta.

The Ministry:

- promotes and facilitates initiatives to improve the participation of Aboriginal people in Alberta's social and economic opportunities;
- implements strategies to promote self-reliant and self-regulating Metis Settlement governments;
- manages the Province's legal and constitutional obligations with respect to First Nations, Metis and other Aboriginal people; and
- promotes and facilitates initiatives to advance the development of Northern Alberta.

## STRENGTHENING RELATIONSHIPS

At Aboriginal Affairs and Northern Development we serve:

- Aboriginal and Northern people, communities and organizations;
- private organizations, industry, businesses;
- other Alberta Ministries; and
- other governments-Aboriginal, federal/provincial/territorial and municipal.

The Ministry works with Aboriginal and Northern people, organizations, and businesses to identify and act on Aboriginal and Northern issues. The Ministry ensures that Aboriginal and Northern views are represented to the Alberta government.

The Ministry works with other Alberta ministries to improve awareness of Northern and Aboriginal issues and to assist in development of policies and strategies to address these issues.

Activities include providing guidance with respect to Aboriginal cultures, appropriate protocols and communication strategies to enable other Ministries and other partners to engage Aboriginal people on issues of mutual interest.

The Ministry is committed to teamwork, within the organization and in partnership with other ministries, industries, communities and governments. The Ministry recognizes that building co-operative relationships within government and with Aboriginal governments, organizations, communities and other partners is critical to achieving its mission.

## LINKS TO GOVERNMENT BUSINESS PLAN (GBP)

**GBP Core Business and Goals**

AAND's Business Plan is aligned with the Government of Alberta's core businesses of People, Prosperity and Preservation. The key focus of the Ministry is Goal 5 ("Aboriginal communities in Alberta will be effective and self-reliant"). Specific Aboriginal measures are also included in Government Business Plan Goals 1 and 2.

**GBP Priority Policy Initiatives**

In addition to leading the Aboriginal Policy Initiative, AAND works actively on the other three cross-ministry priority policy initiatives (Health Sustainability Initiative, Alberta Children and Youth Initiative and Economic Development Strategy) to facilitate and support development of Aboriginal and Northern strategies. AAND's participation in all priority policy initiatives provides further opportunities to assess and advise on gaps and overlaps regarding Aboriginal and Northern issues.

**GBP Key Administrative Initiatives**

AAND's activities align with all Key Administrative Initiatives. AAND works with the Alberta Corporate Service Centre to achieve efficiencies in Ministry services. Pursuant to the Corporate Human Resource Development Strategy, AAND is developing strategies to ensure that all staff are knowledgeable, skilled and effective. AAND operates in accordance with the Corporate Information Management/Information Technology Strategy to ensure cost-effective use of technology to enhance business outcomes. AAND is working with Innovation and Science to provide high-speed cable access to Aboriginal and Northern communities. The Ministry also participates with the Service Alberta Initiative to provide accessible information services to Aboriginal people.

## STRATEGIC PRIORITIES

The Ministry's five strategic priorities are described below.

### 1. GBP Aboriginal Policy Initiative

In partnership with Justice and Children's Services, the Ministry will lead the continuing development and implementation of strategies and targets within the Aboriginal Policy Initiative (API). The API supports the Government of Alberta's long-term commitment to the following objectives:

- improve the health status and well-being of Aboriginal people;
- support life-long learning opportunities for Aboriginal people and promote appreciation of Aboriginal cultures;
- increase the participation by Aboriginal people in the Alberta economy; and
- clarify federal/provincial/Aboriginal roles and responsibilities.

### 2. Improved Consultation with First Nations

Improved consultation policies, strategies and practices are desirable in the resource sector. Traditional use studies contribute to enhanced consultation regarding land use. AAND will advise, facilitate and coordinate work with other Ministries to effectively manage this significant challenge on behalf of the Government of Alberta.

### 3. Developing Strategic Relationships with Aboriginal communities/organizations in Alberta

Improved "government-to-government" relations will be developed with First Nations through agreements such as the 1995 Understanding of Alberta/First Nations Relations, and more effective relationships with Metis governments and organizations through existing mechanisms. Where possible, Alberta prefers negotiation of differences to litigation. AAND is committed to a "good neighbour" approach based on open communication and cooperation. AAND will assist other Ministries to effectively communicate with Aboriginal governments and organizations on programs and initiatives of interest to Aboriginal people. Effective communication with Aboriginal people requires dedicated government staff who understand and have well-established relations with Aboriginal communities. AAND manages bilateral and multilateral processes with Aboriginal governments/organizations and assists other ministries in undertaking discussions on policy and program issues.

### 4. Enhanced Legal and Historical Research Capability

Aboriginal law is a highly specialized area, involving complex issues of constitutional and administrative law. AAND undertakes historical research to effectively address these evolving issues. AAND directs its legal resources to ensure a thorough understanding of legal issues, and to defend provincial interests.

### 5. Development of the North

Northern Alberta contains 60 per cent of Alberta's land mass yet only ten per cent of the Province's population. It is resource-rich, with 90 per cent of Alberta's forests, nearly 40 per cent of Alberta's conventional oil and gas activity, and 20 per cent of Alberta's agricultural land. The North has 100 per cent of Canada's oil sands development. The North is vital to the Province's current and future prosperity. AAND works with Northern governments and industry to facilitate Northern economic development. Future success will depend on appropriate policy development and working relationships that facilitate Northern participation in the economy, including development of a skilled Northern workforce and businesses.

# GOALS, STRATEGIES AND PERFORMANCE MEASURES

GOAL ONE

## To provide strategic and coordinated responses to improve the participation of Aboriginal people in Alberta's social and economic opportunities.

### Key Strategies

- Work with other ministries to identify and support the implementation of strategies and commitments to action related to the *Aboriginal Policy Framework*.
- Enhance strategic relations with federal, provincial, and territorial governments and Aboriginal organizations, so that Aboriginal people in Alberta will benefit from improved co-operation and co-ordination of policies, programs and initiatives.
- Partner with Aboriginal organizations and others to facilitate Aboriginal capacity building projects.
- Serve as a resource to First Nation and Metis governments and organizations and Alberta ministries to facilitate Aboriginal involvement in government initiatives.
- Serve as a resource to First Nation and Metis governments and organizations in developing their own planning.
- Lead the development and implementation of consultation policies, strategies and practices (including the incorporation of traditional use data into provincial land use planning and administration) in the resource sector.

### Performance Measures

- Report on the results of the objectives and targets, identified in the cross-ministry Aboriginal Policy Initiative for 2002-03, which show improvements for Aboriginal people.
- Maintain the government's public approval rating on Aboriginal Affairs higher than British Columbia, Saskatchewan, Manitoba and Ontario government averages.

### Supplementary Measures

- Analysis of 2001 Canada Census data.
- Aboriginal Policy Initiative long-term measures, 2000-10.

GOAL TWO

## To promote self-reliant and self-regulating Metis Settlement governments.

### Key Strategies

- Administer Metis Settlements legislation and associated agreements to fulfill provincial responsibilities.
- Work with Metis Settlements General Council to identify and address changes to Metis Settlements legislation to improve governance.
- Work with Metis Settlements General Council and Settlement councils to promote effective management of their own affairs through capacity building initiatives.
- Co-ordinate the implementation of infrastructure projects on Metis Settlements.

### Performance Measures[1]

- Two-per-cent increase in Metis Settlement self-generated revenues.
- Metis Settlements General Council and Settlements have performance indicators included in all business plans.
- Establish a baseline of infrastructure development on Metis Settlements.

1 The following performance measures will be addressed in partnership between AAND and the Metis Settlements General Council.

GOAL THREE

## To facilitate the resolution of land claims and other claims by Aboriginal people concerning the Province.

### Key Strategies

- Encourage timely settlement of all outstanding treaty land entitlement claims for which the Province has some obligation under the Natural Resources Transfer Agreement.
- Represent the Province in land and other claims negotiations with the federal government and First Nations and coordinate the participation of relevant provincial ministries.
- Take steps to ensure that the interests of the Province, municipalities, third parties and other stakeholders are respected.
- In cooperation with Alberta Justice, manage Aboriginal litigation effectively.
- Coordinate implementation of land claims settlement agreements and, where appropriate, work with Aboriginal communities to realize the potential economic opportunities of land claims settlements.

### Outcomes

- Settlement of land claims in a manner that is fair and equitable to all parties.
- Resolution of Aboriginal litigation in a manner that respects Aboriginal and treaty rights and best serves the interests of all Albertans.

GOAL FOUR

## To advance development of Northern Alberta.

### Key Strategies

- Coordinate government and non-government strategies through the Northern Development Strategy to increase awareness and advance the importance of northern development to the well-being of Alberta.
- Engage northern communities, businesses and other stakeholders through information-gathering processes to identify northern priorities, opportunities and challenges (e.g., Challenge North 2003).
- Partner with other jurisdictions, ministries, businesses and communities to promote opportunities and address northern challenges.
- Support learning initiatives aimed at increasing northern skill levels.

### Performance Measures

- Northern leaders, project partners and clients report satisfaction with NADC's contribution in advancing Northern interests. The target is an average rating of 8 out of 10.
- Achieve a NADC Bursary recipients' return service rate of 75%.

GOAL FIVE

## 5 To achieve organizational excellence.

### Key Strategies

- Continue the development and implementation of a comprehensive human resource development program consistent with the Ministry's Human Resource Plan and the Corporate Human Resource Development Strategy.
- Develop a long-term strategic framework that integrates, coordinates and systematizes the ministry's activities towards the attainment of its vision and the Government's Business Plan.
- Provide the skills, processes, and technology/tools to enhance the collection, management and sharing of information and knowledge within the Ministry, and to support strategic consultation with our partners.
- Develop, maintain and test a business-resumption plan to ensure timely continuation of critical Ministry business activities and functions after a major disruptive event affecting the ministry.
- Continually review administrative and operational practices to identify opportunities to improve efficiencies and effectiveness.

### Performance Measures

- Staff understand their link to the Business Plan as measured by the annual Corporate Employee Survey: achieve an average rating of 8 out of 10.
- Staff satisfaction with learning opportunities and support as measured by the annual Corporate Employee Survey: achieve an average rating of 7.5 out of 10.

## EXPENSE BY CORE BUSINESS

(thousands of dollars)

| | Comparable 2001-02 Actual | Comparable 2002-03 Budget | Comparable 2002-03 Forecast | 2003-04 Estimates | 2004-05 Target | 2005-06 Target |
|---|---|---|---|---|---|---|
| **EXPENSE** | | | | | | |
| **Core Business** | | | | | | |
| Aboriginal Relations | 6,044 | 7,356 | 8,756 | 8,428 | 8,829 | 9,464 |
| Metis Settlements Governance | 20,169 | 18,444 | 18,445 | 17,465 | 17,064 | 16,279 |
| Land and Legal Issues | 2,987 | 2,428 | 34,577 | 3,736 | 3,736 | 3,886 |
| Northern Development | 1,829 | 1,954 | 1,954 | 1,974 | 1,974 | 1,974 |
| **MINISTRY EXPENSE** | 31,029 | 30,182 | 63,732 | 31,603 | 31,603 | 31,603 |

## MINISTRY STATEMENT OF OPERATIONS

(thousands of dollars)

| | Comparable 2001-02 Actual | Comparable 2002-03 Budget | Comparable 2002-03 Forecast | 2003-04 Estimates | 2004-05 Target | 2005-06 Target |
|---|---|---|---|---|---|---|
| **REVENUE** | | | | | | |
| Other Revenue | 172 | 45 | 50 | 45 | 45 | 45 |
| **MINISTRY REVENUE** | 172 | 45 | 50 | 45 | 45 | 45 |
| **EXPENSE** | | | | | | |
| **Program** | | | | | | |
| Aboriginal Affairs | 9,316 | 10,236 | 43,786 | 12,625 | 13,026 | 13,811 |
| Metis Settlements Appeal Tribunal | 919 | 923 | 923 | 930 | 930 | 930 |
| Northern Alberta Development Council | 1,829 | 1,954 | 1,954 | 1,974 | 1,974 | 1,974 |
| Metis Settlements Governance | 8,859 | 7,069 | 7,069 | 6,074 | 5,673 | 4,888 |
| Metis Settlements Legislation | 10,000 | 10,000 | 10,000 | 10,000 | 10,000 | 10,000 |
| Valuation Adjustments and Other Provisions | 106 | - | - | - | - | - |
| **MINISTRY EXPENSE** | 31,029 | 30,182 | 63,732 | 31,603 | 31,603 | 31,603 |
| Gain (Loss) on Disposal of Capital Assets | - | - | - | - | - | - |
| **NET OPERATING RESULT** | (30,857) | (30,137) | (63,682) | (31,558) | (31,558) | (31,558) |

## CONSOLIDATED NET OPERATING RESULT

(thousands of dollars)

| | Comparable 2001-02 Actual | Comparable 2002-03 Budget | Comparable 2002-03 Forecast | 2003-04 Estimates | 2004-05 Target | 2005-06 Target |
|---|---|---|---|---|---|---|
| Ministry Revenue | 172 | 45 | 50 | 45 | 45 | 45 |
| *Inter-ministry consolidation adjustments* | - | - | - | - | - | - |
| **Consolidated Revenue** | 172 | 45 | 50 | 45 | 45 | 45 |
| Ministry Program Expense | 31,029 | 30,182 | 63,732 | 31,603 | 31,603 | 31,603 |
| *Inter-ministry consolidation adjustments* | - | - | - | - | - | - |
| **Consolidated Program Expense** | **31,029** | **30,182** | **63,732** | **31,603** | **31,603** | **31,603** |
| Gain (Loss) on Disposal of Capital Assets | - | - | - | - | - | - |
| **CONSOLIDATED NET OPERATING RESULT** | (30,857) | (30,137) | (63,682) | (31,558) | (31,558) | (31,558) |